

Management Expose

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Susiana Dewi ratih

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(Case Study In Desa Panjalu-Kabupaten Ciamis-West Java-Indonesia)**
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Transformational Leadership In Early 21st Century
Menara Simanjuntak

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Daftar Isi

	Halaman
Prakata	i
Daftar Isi	iii
Analisis <i>Gross Domestic Product</i> (GDP) Indonesia dengan Pendekatan Pengeluaran	1
<i>Bernard Hasibuan</i>	
Analisis Keputusan untuk Penentuan Lokasi Bisnis	12
dengan <i>Decision Tree Model</i> <i>Fenny Yanti dan Haryadi Sarjono</i>	
Medical Tourism : Analyzing Service Quality In Hospital	28
On Customer's Point of View <i>Kristianus Oktriono dan M. Yuwana Mardjuka</i>	
The New gold Standard-The Ritz-Carlton Hotel Company :	56
Bagaimana Menjadikan Karyawan Sebagai Partner Keberhasilan <i>Susiana Dewi Ratih</i>	
Analisis Faktor-Faktor yang Mempengaruhi Kepuasan	72
Karyawan dan Pengaruh Kepuasan Karyawan Terhadap Komitmen Karyawan dan Intense To Turnover Studi Kasus Di PT. Sriwijaya Air Jakarta <i>Setiyo Wibowo dan M. Yuwana Mardjuka</i>	
The Influence Of Socio Economic Demographic	81
To Residents' Attitudes Toward Tourism Development (Case Study In Desa Panjalu-Kabupaten Ciamis-West Java-Indonesia) <i>Titing Kartika dan M. Yuwana Mardjuka</i>	
Transformational Leadership In Early 21 st Century	92
<i>Menara Simanjuntak</i>	
Pedoman penulisan Naskah Jurnal Ilmiah Management Expose	

TRANSFORMATIONAL LEADERSHIP IN EARLY 21st CENTURY

Menara Simanjuntak^{*)}

ABSTRACT

Transformation leaders make followers more aware of the importance and value of the work and include followers to transcend self-interest for the sake of organization. The leaders develop follower skills and confidence to prepare them to assume more responsibility in an empowered organization. The leaders provide support and encouragement when necessary to maintain enthusiasm and effort in the face of obstacles, difficulties, and fatigue. As a result of this influence, followers fill trust and respect toward the leader, and they are motivated to do more than they originally expected to do. Few studies have examined the underlying influence processes that account for the positive relationship found between leader behavior and follower performance. Transformational leadership also appears to involve personal identification, because idealized influence result in attribution of charisma by follower to the leader.

Key words :

Transformational, charismatic, transactional, leader behavior, follower performance, idealized influence

INTRODUCTION

James McGregor Burns (1978) first introduced the concepts of transformational in his descriptive research on political leaders. According to Burns, *transformational leadership is a process in which "leaders and followers" make each other to advance to a higher level of moral and motivation*". According to Burns, the transformational style creates significant change in the life of people and organizations. It redesigns perceptions and values, changes expectations and aspirations of employees. Unlike in the transactional style, it is not based on a "give and take" relationship, but on the leader's personality, traits and ability to make a change through vision and goals.

How leaders to develop transformation ? Effective Leadership.

Effective leadership is at the core of successful on business and public

organization. Holverson (2004: 1) stated "to understanding of what makes a successful leader is an issue that has been debated since sixty years ago". Now, in the 21st Century, as John P.Kotter states (1999: 1) that issue more relevant, because leadership has become even more important due to the noticeable decline of enduring successful leaders business world today. To understand how effectively lead in the future we must also understand effective leadership theories of the past and apply their significance in leadership today.

The scientific study of leadership can be roughly divided into three periods (Barbara Kellerman, 1984 : 93); the Trait period, from around 1910 to World War II, the Behavior period from the onset of World War II to the late 1960s, and the Contingency period, from late 1960s to the present. There are five contingency

theories of leadership are: LPC contingency theory, path-goal theory, leader substitutes theory, the multiple-linkage model, and cognitive resources theory.

Transformational leadership is a leadership style that defines as leadership that creates voluble and positive change in the followers. A transformational leader focuses on "transforming" others to help each other, to look out for each other, be encouraging, harmonious, and look out for the organization as a whole. In this leadership, the leader enhances the motivation, moral and performance of his follower group.

Research on The Theories

Another researcher, Bernard M Bass (1985), suggested a transformational leadership theory that adds to the initial concepts of Burn's.

The extent to which the leader is transformational, is measured first, in terms of his influence on the followers. The followers feel trust, admiration, loyalty and respect to the leader and they are derived to do more than they expected in the beginning. The leaders transform and motivate followers by charisma, intellectual arousal and individual consideration. In addition, this leader seeks for new working ways, while he tries to identify new opportunities versus threats and tries to get out of the status quo and alter the environment. The researchers, Bass & Avolio (1990b), made an empirical study which mapped the frequent leadership styles of managers and commanders. They located the two categories (transformational and transactional leadership) on a continuum and created more stages at the passage between those to leadership styles. This model is called "The full range of

leadership" (Avolio, Bruce J., 1997). Effective leaders are often described as "transformational" leaders. They practice "delegating significant authority to others, developing co-worker skills and self-confidence, creating self-managed teams, providing direct access to sensitive information, eliminating unnecessary controls, and building a strong culture to support empowerment" (Yukl 2006: 271). Transformational leadership is relevant at all levels of an organization and to all types of situations (Bass 1996).

To be more effective, these leaders have a contextual intelligence which gives them an almost uncanny ability to understand the context they live in – and to seize the opportunities their times present (Mayo & Nohria, 2005: 45). They are effective in leadership practices that guide the organization through the stages of change where people realize the inadequacy of the old way of doing things, explore and select a promising new approach, and institutionalize the new approach through changes in structure, policy, and rewards (Yukl 2006: 286).

Transformational versus Charismatic Leadership.

One source of apparent differences of two theories is the emphasis on attributed charisma and personal identification. The essence of charisma is being perceived as extraordinary by followers who are dependent on the leader for guidance and inspiration. Attributed charisma and personal identification are more central for the theory by Conger and Kanungo (1998) than for the theory by Shamir et.al. (1993). Bass (1985) proposed that charisma is a necessary component of transformational. The essence of transformational leadership appears to be inspiring, developing and empowering

followers. These effects may reduce attribution of charisma to the leader rather than increase it. Thus, the essential influence processes for transformational leadership may be not be entirely compatible with the essential influence process for charismatic leadership, which involves dependence on an extraordinary leader.

Some other likely differences between transformational and charismatic leadership include how to common it is, the facilitating condition for it, and typical reactions of people. According to Bass (Yukl, 2002: 261), transformational leaders can be found in any organizations at any level, and this type of leadership is universally relevant for all types of situations (Bass, 1996, 1997). In contrast, charismatic leaders are rare, and their emergence appears to be more independent on favorable conditions (Shamir & Howell, 1999). They are most likely to be visionary entrepreneurs who establish a new organization, or reformer who emerge ins

established organization when formal authority has failed to deal with a severe crisis and traditional values and beliefs are questioned. The reactions of people to charismatic are usually more extreme and diverse than reaction to transformational leaders (Bass, 1985). This polarized response helps to explain why so many charismatic political leaders are targets for assassination.

Transformational versus Transactional Leadership.

For Bass (1985), transformational and transactional leadership are distinct but not mutually exclusive processes. Transformational leadership increase motivation and performance more than transactional leadership, but effective leader use a combination of both types of leadership. Transformational and transactional leadership behaviors are described in terms of two broad categories of behavior, each with specific sub categories (see Table 1).

Table 1. Transformational and Transactional Behaviors

Transformational Behaviors <ul style="list-style-type: none"> • Idealized Influence • Individualized Consideration • Inspirational Motivation • Intellectual Stimulation
Transactional Behaviors <ul style="list-style-type: none"> • Contingen Reward • Active Management by Exception • Passive Management by Exception

The underlying influence processes for transactional and transformational leadership are not clearly explained, but they can be inferred from the description of the behaviors and effect on follower motivation. The primary influence processes for transactional leadership is probably instrumental compliance.

Transformational leadership probably involves internalization, because inspiration motivation includes the articulation of an appealing vision that the related task objectives to follower values and ideals. Transformational leadership also appears to involve personal identification, because idealized influence

result in attribution of charisma by follower to the leader. According to Bass (1985: 31), "Charisma is necessary ingredient of transformational leadership, but by itself it is not sufficient to account for the transformational processes".

Burns and much of the current literature make the point that the way leaders influence followers is based on their shared sense of what is important, worth doing well, and expending energy on it. In a sense the more significant the endeavor, the more the undertaking itself takes on an importance greater than either the follower or leader. "Such leadership occurs when one or more persons engage with others in such a way that leaders and followers raise one another to higher levels of motivation and morality. Their purposes, which might have started out as separate but related, as in the case of transactional leadership, become fused." The goals, then, take on a life of their own. In business, this leads to market domination and profit. In the military, this leads to professionals leading inspired subordinates through tough budgets, difficult deployments, the rigors of combat, and ultimately victory. Burns recognized that "transformational" leadership does not stand alone in the leadership lexicon. As mentioned, he coined another leadership term, "transactional."

Transactional leadership is based on a transaction or exchange of something of value the leader possesses or controls that the follower wants in return for his/her services. "The relations of most leaders and followers are transactional-leaders approach followers with an eye to exchanging one thing for another: jobs for votes, or subsidies for campaign contributions." The transactional style is precisely what happens in a contracting

scenario. The contractor provides the specified service purchased. Lontos explains, "This only works well when both leader and led understand and are in agreement about which tasks are important." Transformational leadership and transactional leadership are not at odds with one another, but complement each other as the circumstance dictate. There is no magic formula or checklist that dictates when one is more relevant than the other in any given situation. When to make the transition is an art borne of experience and education.

Bernard Bass, a disciple of Burns, points out the relationship between transactional and transformational leadership. "The best leadership is both transformational and transactional. Transformational leadership augments the effectiveness of transactional leadership; it does not replace transactional leadership, (Walsman, Bass, & Yammarino, 1990)." "Transaction" continues to be an effective tool, and a necessary tool, for leaders at all levels. Transformational leaders, whose choice would be to gain agreement by appealing to the values of the followers or peers, finding the road blocked, may resort to the transactional style. "When the transformational leaders sees himself/herself in a win-lose negotiation he tries to convert it into a win-win problem solving situation. If this is not possible, then he or she can display the transactional skills necessary as an effective negotiator, (Walsman, Bass, & Yammarino, 1990)." On the surface it appears that the "transactional" style provides the basis of most leader-follower encounters. Why, if the transactional style "works," not just stick to the tried and true?

While the transactional style may be the most prevalent, it produces results that may not be as high as with the

transformational style. To explain these phenomena, Karl Kuhnert and Phillip Lewis examined R. Kegan's six stage developmental theories. Kegan's theory is that people may develop higher-order leadership traits as they mature. The six stages range from 0-5; Kuhnert and Lewis explored stages 2, 3, and 4. They used these stages to examine "transactional (stage 2)," "higher-order transactional (stage 3)," and "transformational (stage 4)," leadership traits. It may be useful to use Kegan's model of these stages to distinguish between the previously mentioned leadership traits.

A stage 2 leader, for example, is explicitly transactional. What they do for the organization is done for whatever the organization has promised in return for the person's output. In other words, their "... commitment to the organization is one of reciprocity." A stage 3 leader, however, is the bridge between a stage 2 transactional leader and a stage 4 transformational leader. The stage 3 leaders are able to operate apart from personal goals and agendas to focus on being connected to their followers and even sacrifice their personal goals to maintain those connections. Trust and respect between leader and follower develop and form the bond between them resulting in mutual support, promises, expectations, obligations, and rewards. This creates a hazard for a stage 3 leader most easily exacerbated in an ethical dimension. "Stage 3 leaders may feel 'torn' in situations of conflicting loyalties (e.g., loyalty to the organization versus loyalty to their subordinates)." This feeling of competing loyalties may tempt these leaders to engage in situational leadership to resolve the dilemma of conflicting loyalties.

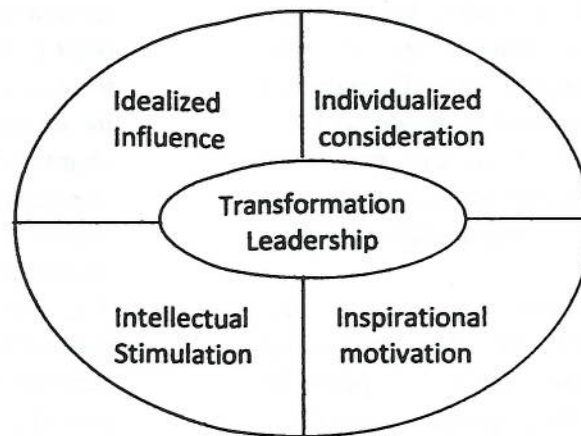
Stage 3 leaders, while being transactional, do exhibit some of the qualities of a transformational relationship with their followers. For example, "... they [the stage 3 leaders] use relational ties to motivate followers to believe work is more than the performance of certain duties for certain concrete payoffs. Followers may perform at exemplary levels with little immediate payoff in order to maintain the respect of their leader." This begins to look like a transformational relationship; however, a key element is missing for this to be a stage 4 transformational relationship. "Although followers who are persuaded by higher level transactional leaders may expend extraordinary effort to maintain a certain level of mutual regard with their leader, their beliefs and goals typically have not changed (Bass, 1985)." It is this factor that differentiates transformational leadership from the higher-order transactional style. In the transformational relationship, followers integrate the leader's goals and values.

Leaders that are at stage 4 don't have competing loyalties. They have developed an internal compass of where they are going and why. "This is because stage 4 leaders have developed a subjective frame of reference (organizing process) that defines their selves, not in terms of their connections to others (the hallmark of stage 3), but in terms of their internal values or standards; that is what Burns (1978) called end values. At this stage, leaders are able to take an objective view of their goals and commitments; they can operate from a personal value system that transcends their agendas and loyalties." Transformational leaders have internalized a sense of commitment to their goals and articulate this in such a way to their followers so as to convert their followers

to a high level of commitment as well. As stated earlier by Bass, leaders learn to use the best style of leadership for the situation. "Sometimes transformational leaders use transactional methods to lead, but stage 4 leaders have the ability to understand the available options and to act in the manner that is most appropriate to the situation.

To be effective now and in the future, almost all of the leadership literature and the author's personal experience agree that, people cannot be treated like sheep, blindly herded from place to place. Their expertise, experience and intuition need to be encouraged, not stifled, if challenging situations are to be negotiated successfully. Avolio states, "What most organizational leaders agree on, however, is that their organizations must move away from encouraging employees to 'leave their brains at the door', to systems where employee's intellectual capital is nurtured, developed, and more directly rewarded. Of course high performing organizations want all their people, leaders and followers, contributing to their maximum potential-to give their all for the good of the organization. In most organizations there is a transaction process that pays people a salary to perform their work. Additionally, in professions the new entrant also begins an enculturation process. This process ingrains in the individual the goals and values of the profession. For leaders and followers to adopt the transformational model, they must all be in tune with the same culture and share similar values. How do leaders develop the bonds necessary to make transformational leadership possible? Bernard Bass has four interrelated components that he views as essential for leaders to move followers into the transformational style.

- First is **idealized influence**. He maintains that genuine trust must be built between leaders and followers. "If the leadership is truly transformational, its charisma or idealized influence is characterized by high moral and ethical standards." Trust for both leader and follower is built on a solid moral and ethical foundation.
- The second component is **inspirational motivation**. "Its [transformational leadership's] inspirational motivation provides followers with challenges and meaning for engaging in shared goals and undertakings." The leader's appeal to what is right and needs to be done provides the impetus for all to move forward.
- Next, is **intellectual stimulation**, "... intellectual stimulation helps followers to question assumptions and to generate more creative solutions to problems." The leader's vision provides the framework for followers to see how they connect to the leader, the organization, each other, and the goal. Once they have this big picture view and are allowed freedom from convention they can creatively overcome any obstacles in the way of the mission.
- Lastly, is **individualized consideration**, "... individual consideration treats each follower as an individual and provides coaching, mentoring and growth opportunities." This approach not only educates the next generation of leaders, but also fulfills the individuals need for self-actualization, self-fulfillment, and self-worth. It also naturally propels followers to further achievement and growth.



One may get the impression that transformational, participative decision-making is based solely on the consensus of the leader and follower. Accordingly, while the transformational style offers a good model for many cases of problem solving, "Under various conditions, directive leadership is more appropriate and acceptable to all concerned than is participative leadership." Certainly there is a time and place for input to be heard, such as the planning process where consensus is the leader's goal:

The Transformational leader strives to achieve a true consensus in aligning individual and organizational interests. In true consensus, the interests of all are fully considered, but the final decision reached may fail to please everyone completely. The decision is accepted as the best under the circumstances even if it means some individual members' interests may have to be sacrificed.

After the planning phase, it is up to the leader to implement the plan or direct the operation. As inspiring as this sounds, inevitably there is the however comma.

Most powerful tools are potentially double-edged. Transformational leadership, or pseudo-transformational

leadership has a potential immoral and unethical dimension that could be exploited by an unscrupulous leader inflicted on naïve and unsuspecting followers. Bass and Steidlmeier in their "Ethics, Character and Authentic Transformational Leadership," say: "Fundamentally, the authentic transformational leader must forge a path of congruence of values and interests among stake holders, while avoiding the pseudo-transformational land mines of deceit, manipulation, self-aggrandizement and power abuse." Hitler may be viewed as a case study in transformational leadership gone wrong. He appealed to the values and ethics of the German people, but, it could be argued that instead of fulfilling his follower's higher order needs and aspirations he lead them to ruin. He was a powerful, charismatic leader that would probably fit the definition of a pseudo-transformational leader, because his aim ultimately did not lead to the betterment of his followers, but rather his own fulfillment through abuse of power. There is yet another argument that warrants attention.

Bass and Steidlmeier gave another warning, "Transformational leadership is

seen as immoral in the manner that it moves members to sacrifice their own life plans for the sake of the organization's needs. There is no moral justification for the vision of the CEO [military leader] becoming the future sought by the employees." In order to overcome their warning, the leader's agenda must be uplifting and as Burns said, "... transforming leadership ultimately becomes moral in that it raises the level of human conduct and ethical aspiration of both leader and the led, and thus it has a transforming effect on both." As stated earlier, transformational leadership may be double-edged, however, with high moral values as ethics espoused by both leader and led, the dark side is mitigated and the forces for good are championed. Now that up and downsides of transformational leadership have been explored, how does this relate to management?

When discussing leadership inevitably a discussion of management ensues. So, what if any, is the relationship between transformational leadership and management? According to Kotter, "The fundamental purpose of leadership is to produce change, especially nonincremental change. The fundamental purpose of management is to keep the current system functioning." So, leadership is distinguished by appealing to the values of the follower by, "... satisfying the basic human needs for achievement, a sense of belonging, recognition, self-esteem, a feeling of control over one's life, and the ability to live up to one's ideals." Management on the other hand, "... develops the capacity to achieve its plan [the leaders] by *organizing and staffing* - creating an organizational structure and set of jobs for accomplishing plan requirements, staffing jobs with qualified individuals, communicating the plan to

those people, delegating responsibility for carrying out the plan, and devising systems to monitor implementation." So while leadership works hand in hand with management, their focus is different. Leadership envisions the future course and management builds the administrative processes to get there, producing orderly results, and maintaining the desired end-state.

At this point it may be useful to list some attributes of transformational leadership that a research of the current literature has highlighted to further portray the attributes of this leadership style.

- Authentic transformational leadership builds genuine trust between leaders and followers.
- "... without the continuous commitment, enforcement and modeling of leadership, standards of business ethics cannot and will not be achieved in organizations...badly led businesses wind up doing unethical things.
- Transformational leaders concentrate on terminal values such as integrity and fairness. They see the responsibility for their organization's development and impact on society.
- They increase the awareness of what is right, good, important, and beautiful, when they help to elevate followers' needs for achievement and self-actualization, when they foster in followers higher moral maturity, and when they move followers to go beyond their self-interests for the good of their group, organization, or society.
- The truly transformational leader who is seeking the greatest good for the greatest number and is concerned about doing what is right and honest is likely to avoid stretching the truth or going beyond the evidence for he/she wants

to set an example to followers about the value of valid and accurate communication in followers.

- There is a moral justification for the transformational leader's efforts to achieve value-congruence between the leader and the led. When it is achieved, both are more satisfied emotionally. (Meglino, Ravlin & Adkins, 1989). Much of this congruence results in leaders being seen by followers as more considerate, competent, and successful (Weiss, 1978) and followers are more satisfied with their jobs.
- Leadership and followership in transformistic organizations are predicated less on positional authority and more on interdependent work relationships centered on common purposes.
- Kelley (1995) indicates that leadership and followership are equal but different activities often played by the same people at different times. Individuals who assume leadership roles have sound visioning, interpersonal and organizational skills, and the desire and willingness to lead. Effective followers are distinguished by their capacity for self-management, strong commitment and courage.
- When organizational participants are empowered to act as effective leaders and followers based on core values and a unifying purpose, the potential for unprecedented advances and exceptional outcomes are greatly enhanced.
- Transforming leadership is elevating. It is moral but not moralistic. Leaders engage with followers, but from higher levels of morality; in the enmeshing of goals and values both leaders and followers are raised to more principled levels of judgment.

The ingredients necessary for transformational leadership to occur may be summarized in a variety of ways. In the author's mind, it seems obvious that one of the most important characteristics of a great leader is his/her ability to make sound judgments and good decisions based on their internalized vision. A leader who can make reasoned judgments and decisions in the context of the ideas embodied in this paper surely would be successful. At the risk of oversimplification, the below ten tenets may be a useful summation of this paper:

1. Leaders have high moral and ethical values.
2. Leaders express genuine interest in followers.
3. Leaders have an inspirational vision.
4. Genuine trust exists between leaders and led.
5. Followers share leader's values and vision.
6. Leaders and followers perform beyond self-interest.
7. Participatory decision-making is the rule.
8. Innovative thinking and action is expected.
9. Motivation is to do the right thing.
10. Leaders mentor.

Thus, the goal of transformational leaders is to inspire followers to share the leader's values and connect with the leader's vision. This connection is manifested through the genuine concern the leaders have for their followers and the followers giving their trust in return. Leaders exhort followers to support the leader's vision by sharing ideas, imagination, talents, and labor to reach agreement and attain virtuous goals for the good of the leaders, followers, and the organization. Both

leaders and followers rise above their self-interests for the betterment of all, and both achieve genuine satisfaction. Authentic transformational leadership, because of all the reasons mentioned above, raises leaders above their self-interest and short-circuits pseudo-transformational leadership tendencies. Management in the end codifies the changes and puts in the administrative structures necessary to solidify their maintenance. But it is through the leader's hard work that followers come to share the leader's goals and values to transcend their self-interest and accomplish the mission.

5. Guidelines for Transformational Leadership.

Although many remains to be learned about transformational leadership, there is enough convergence in findings from different types of research suggest some tentative guidelines for leaders who seek to inspire and motivate follower (Yukl. 2002: 263).

1). Articulate a clear and appealing vision.

Transformational leaders strengthen the existing vision or build commitment to a new vision.

2). Explain how the vision can be attained.

It is not enough to articulate and appealing vision; the leader must also convince followers that the vision visible.

3). Act confidently and optimistically.

Follower are not going to have faith in a vision unless the leader demonstration self-confidence and clear conviction.

4). Express confidence in followers.

The motivation affects of a vision also dependents on the extent to which

subordinates are confident about their ability to achieve it.

5). Use dramatic, symbolic actions to emphasize key values.

A vision is reinforced by leadership behavior that is consistent with it.

6). Lead by example.

According to an old saying, actions speak louder than work.

7). Empower people to achieve the vision.

An essential part of transformational leadership is to empower people to achieve the vision.

CONCLUSION

1. Transformational leadership is a leadership style that defines as leadership that creates voluble and positive change in the followers.
2. Transformational leadership involves internalization, because inspiration motivation includes the articulation of an appealing vision that the related task objectives to follower values and ideals.
3. Transformational leaders can be found in any organizations at any level (government, social, military, business and individuals) this type of leadership is universally relevant for all types of situations.
4. Transformational leadership also appears to involve personal identification, because idealized influence result in attribution of charisma by follower to the leader.

As President of USA Barack Obama said on January 20, 2009, "This is the moment. This is the time. Our nation witnessed a transfer of power. Now more than ever, government, business and individuals need transformational leadership. The ground has shifted beneath us". (Julia, P., 2009)

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